2008-09

Annual Report

Fire and Emergency Services - Newfoundland and Labrador

Fire and Emergency Services-Newfoundland and Labrador is tasked with the implementation of an emergency management strategy designed to develop and maintain a modern and robust emergency management system in the province, in collaboration with agency partners and stakeholders, in planning against, preparing for, responding to and recovering from emergencies, disasters and fires.

Table of Contents

Table of Contents 1
Table of Contents 2
Message from the Minister 3
1.0 FES-NL OVERVIEW 4
Vision 5
Mandate 5
Mission 5
2.0 LINES OF BUSINESS 6
Awareness, Education, Training, and Certification 6
Fire Services, Emergency Management and Support Services 6
Regulation, Enforcement and Reporting 7
3.0 NUMBER OF EMPLOYEES/PHYSICAL LOCATION AND REGIONAL REPRESENTATION 8
Chart 3.1 - Rural vs. Urban Staff Distribution 8
Chart 3.2 – Gender Specific Staff Distribution 8
Chart 3.3 – Location Specific Staff Distribution 9
4.0 REVENUES AND EXPENDITURES CHART 10
5.0 OTHER KEY STATISTICS 11
6.0 SHARED COMMITMENTS 12
7.0 HIGHLIGHTS AND ACCOMPLISHMENTS 14
8.0 OUTCOMES OF OBJECTIVES / REPORT ON PERFORMANCE 2008-09 16
Issue One: Organizational Renewal 16
Issue Two: Public Education and Communications 20
Issue Three: Program and Policy Development 23
Issue Four: Comprehensive Planning 25
9.0 OPPORTUNITIES AND CHALLENGES AHEAD 27
10.0 FINANCIAL STATEMENTS 28

Message from the Minister

This report was prepared under my direction in accordance with the Transparency and Accountability Act. As Minister, I am accountable for the results reported in this document; therefore I am pleased to present the Annual Report of Fire and Emergency Services – Newfoundland and Labrador for fiscal year ending March 31, 2009.

Fire and Emergency Services - Newfoundland and Labrador (FES-NL) envisions a comprehensive, integrated program of mitigation, preparedness, response and recovery, for emergencies and disasters of any kind. It provides awareness, education, certification and training initiatives within the provincial fire and emergency services.

Throughout this period, FES-NL has moved forward in a number of key priority areas. In 2008-09, significant accomplishments were made in relation to the organization's renewal, the Provincial Government Business Continuity Plan and enhancement of public awareness and education. As well, FES-NL responded to and completed the recovery efforts of a flood in Gambo as well as a flood adjacent to the Gambo Highway, near Joey's Lookout.

This report also provides an overview of the key results and financial information for the 2008-09 fiscal year. These results illustrate the dedication and commitment of our employees. I would like to thank all involved for their continued commitment toward enhancing fire protection and emergency management capabilities throughout Newfoundland and Labrador.

Dianne Whalen

HONOURABLE DIANNE WHALEN
Minister

1.0 FES-NL OVERVIEW

Fire and Emergency Services-Newfoundland and Labrador (FES-NL) is tasked with the implementation of an emergency management strategy designed to develop and maintain a modern and robust emergency management system in the province, in collaboration with agency partners and stakeholders, in planning against, preparing for, responding to and recovering from emergencies, disasters and fires.

FES-NL is primarily responsible for both the provision of emergency preparedness and emergency response, planning, and training, and for a leadership role in the coordination and/or delivery of fire protection and fire prevention services throughout the province. In addition, the agency led the development of a draft provincial Business Continuity Plan (BCP) for the Government of Newfoundland and Labrador.

By end of fiscal year 2008, the agency had a staff complement of 11 females and 15 males. FES-NL is headquartered in St. John's with 19 staff and operates regional offices with 7 staff located at Clarenville, Grand Falls-Windsor, and Deer Lake.

Since 2006 government has significantly increased funding related to fire and emergency services. Through an investment of $1.2M in 2007, the agency was established. Fiscal year 2008-09 witnessed the continuation of funding related to executive support, the Office of the Fire Commissioner, Emergency Measures, and Joint Emergency Preparedness Program (JEPP).

FES-NL's operational and capital budget for 2008-09 was approximately $15.93M. Expenditures associated with this budget included operational costs ($3.33M) for Executive Support, Fire Commissioner's Office, Emergency Measures Organization and Joint Emergency Preparedness Projects. Capital costs ($12.6M) were associated with the Disaster Financial Assistance Arrangements program (DFAA) under the federal government. Fire and emergency services projects approved under JEPP were cost shared 50/50 between approved groups and the provincial government, with the Province's 50% share recoverable from the federal government. Provincial expenditures related to DFAA may be eligible for partial federal government reimbursement, up to 90% as per the DFAA cost-shared ratio. This past year, the provincial government attained significant revenue from the federal government related to outstanding DFAA claims. Specifically, the agency received a $600,000 advance payment in the spring of 2008 on the 2006 Northeast Coast claim file and $1.7M to close the 2001 Tropical Storm Gabrielle claim file in the winter of 2009. For detailed expenditure information for the fiscal year ending March 31, 2009 please see section 10.0 - Financial Statements.

VISION

The vision of FES-NL is a province where citizens, communities, partners and governments are prepared to deal with, respond to and recover from fire, emergencies, and disasters to protect the province's people, property and the environment.

MANDATE

The mandate of FES-NL is to develop and maintain a fire and emergency management system in Newfoundland and Labrador to mitigate against, prepare for, respond to and recover from fires and other emergencies and disasters, and includes the development of a Business Continuity Plan for the Government of Newfoundland and Labrador.

MISSION

The Mission statement identifies the priority focus of the Minister over the next two planning cycles; this includes the timeframe up to March 31, 2011. In February 2006, Government appointed a Deputy Minister to conduct a review of emergency preparedness and planning and to develop a comprehensive approach for emergency preparedness within the provincial government. Based upon this review, FES-NL was created. The agency's mission statement reflects the key longer-term result that the new agency will be working towards, is based on this comprehensive review of emergency preparedness and planning within the provincial government, and is directly linked to the agency's strategic direction. While FES-NL acknowledges and works towards the creation of a modern and robust emergency management system, efforts will be continually made to maintain and enhance this system.

Mission: By 2011, FES-NL will have worked towards the creation of a modern and robust fire and emergency management system in the province of Newfoundland and Labrador.

Measure: Modern and robust fire and emergency management system

Indicators:

- FES-NL has identified its organizational structure, is staffed and functioning
- Relationships with various agency partners have been established and/or enhanced including an understanding of respective roles
- Applicable fire and emergency management legislation has been reviewed and changes to legislation recommended
- An all hazards approach has been utilized in business continuity planning efforts within government departments and agencies
- A public communication and awareness program has been developed by the agency

While FES-NL is not yet required to report on the outcomes associated with the above indicators of its mission, FES-NL is pleased to report that (1) the applicable fire and emergency management legislation review was completed and two new Acts received Royal Assent in the House of Assembly in December 2008; and (2) an all hazards approach was utilized in a government-wide business continuity planning process. More details will be provided further on in this report.

2.0 LINES OF BUSINESS

In fulfilling its mandate, FES-NL delivered the following distinct lines of business which encompassed a wide variety of programs and services. Please note, some programs and services identified below may be subject to an application process, eligibility requirements, a request, or subject to the availability of resources. For further information, please contact FES-NL at 729-3703 or 729-1608.

Awareness, Education, Training, and Certification

FES-NL is the agency within the provincial public service that promotes awareness and provides education, training and certification services to the general public and the fire and emergency services. The agency assists individuals, communities and governments with the means and knowledge required to prepare themselves for and respond to a future disaster or emergency (emergency preparedness), and delivers various fire safety and public education programs.

With regards to the fire service in the province, the agency conducts fire services training, certification and testing. Some of its training standards are developed and set by the agency itself while others are adopted from national standards. The agency also provides training and education programs such as Basic Emergency Management (BEM) and Emergency Operations Center Management (EOCM) for emergency response personnel. FES-NL also coordinates provincial applications for advanced emergency management training at the Canadian Emergency Management College in Ottawa.

Fire Services, Emergency Management and Support Services

FES-NL fulfils a number of planning, response, recovery and support functions under its fire/emergency management and support services line of business. As with the previous line of business, it assists individuals, communities and governments with the means and knowledge required to prepare themselves for and respond to a disaster or emergency. It may also assist in the management of an emergency or disaster in partnership with the affected area. FES-NL also manages any large scale emergency or disaster and coordinates the activities and operations of all first responders/service providers; this includes the coordination of multi-disciplinary and multi-jurisdictional response.

Also, FES-NL is responsible for joint contingency planning with all levels of government, the private sector and the civilian population. This is referred to as the Planning and Operations Program.

FES-NL is responsible for the planning/implementation of the federal provincial Joint Emergency Preparedness Program (JEPP) which may provide certain financial assistance for emergency equipment and other resources at the municipal level to respond to emergencies. It is administered on behalf of Canada and has an eligibility requirement.

FES-NL may also provide financial assistance for the restoration of property, land and buildings to pre-disaster state in the event of a disaster. Expenditures may be recovered by the Province under the federal Disaster Financial Assistance Arrangements program (DFAA). Under DFAA, Canada provides financial assistance to provinces and territories when the cost of dealing with a disaster places an undue burden on the provincial economy; funds are received through an application and the claim process is administered by the Province and subject to federal eligibility requirements.

FES-NL delivers an Emergency Air Services Program which assists police forces when requested, in search and rescue activities for lost and missing persons. It also utilizes air services to conduct training with ground search and rescue and to conduct flood assessment.

The agency is a source of advice for fire departments on organizational, technical or tactical issues. The agency also provides recommendations to the Department of Municipal Affairs on possible funding for firefighting infrastructure projects under the Municipal Capital Works program. It is worthy of note that for fiscal year 2009-2010, funding for firefighting infrastructure projects will be administered by the agency on a go-forward basis. As well, FES-NL administers the Fire Protection Financial Assistance program.

FES-NL sets and develops fire service training standards or adopts national standards to ensure consistent application. It also distributes long service awards to firefighters.

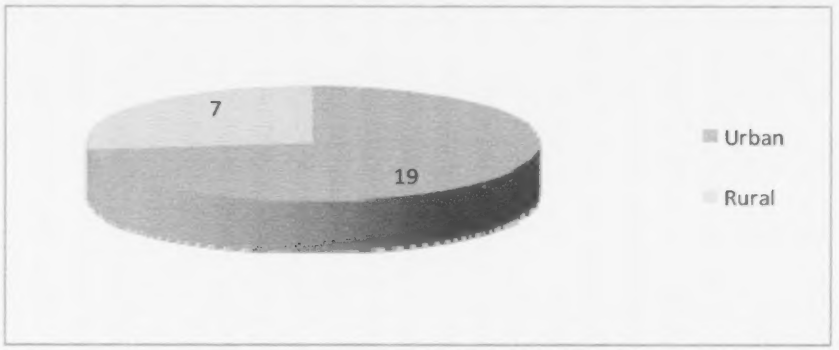
FES-NL provides facilitative and support services to provincial government departments and agencies for the development of business continuity plans and is developing an overall provincial Business Continuity Plan for the Government of Newfoundland and Labrador.

Regulation, Enforcement and Reporting

FES-NL performs a number of inspection, investigation, report and permit functions in the delivery of the regulation, enforcement and reporting line of business to ensure fire protection and life safety. Examples include compiling the provincial fire loss statistics and annual fire loss report, conducting fire investigations, conducting fire prevention and life safety inspections, fulfilling the legislated responsibility for fire department inspections and issuing a variety of permits and orders such as a permit to service fire protection equipment or building capacity orders. Furthermore, when a municipal council has established an emergency measures plan it must be submitted to the Minister for approval prior to implementation. Upon proclamation of the new Emergency Services Act, emergency management plans must be submitted to the Director of Emergency Services prior to adoption by municipal councils.

3.0 NUMBER OF EMPLOYEES/PHYSICAL LOCATION AND REGIONAL REPRESENTATION

CHART 3.1 - RURAL VS. URBAN STAFF DISTRIBUTION



**For the purpose of this report, urban is defined as anything within the St. John's census metropolitan area (CMA). This area extends from Pouch Cove to Conception Bay South to Witless Bay.*

CHART 3.2 – GENDER SPECIFIC STAFF DISTRIBUTION

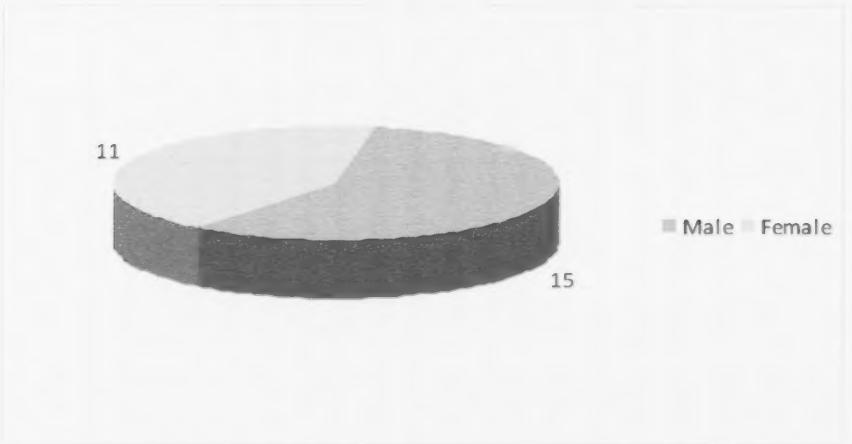
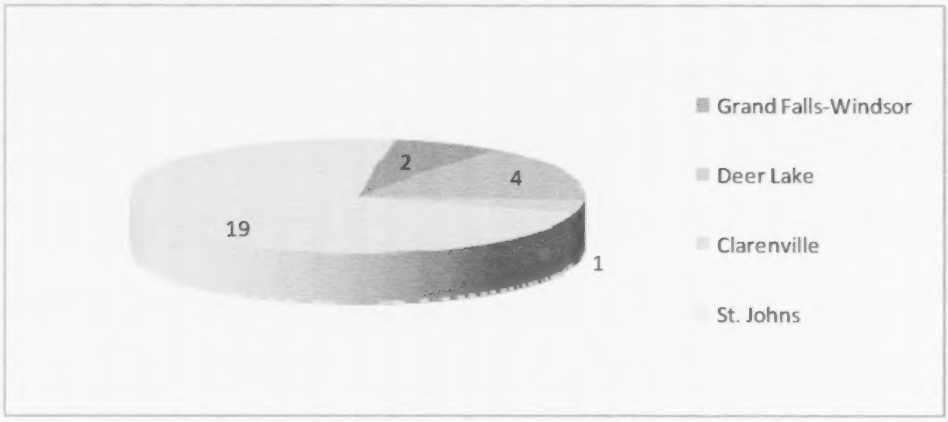
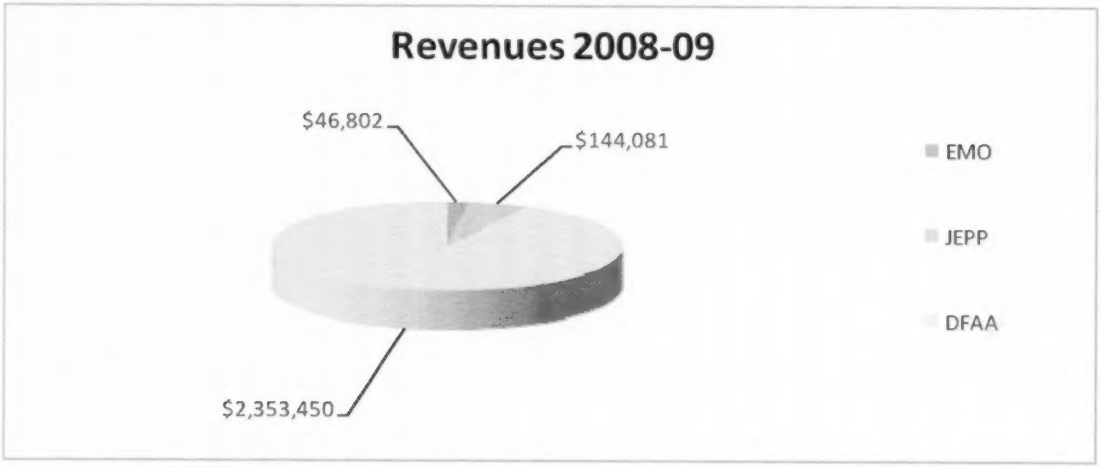
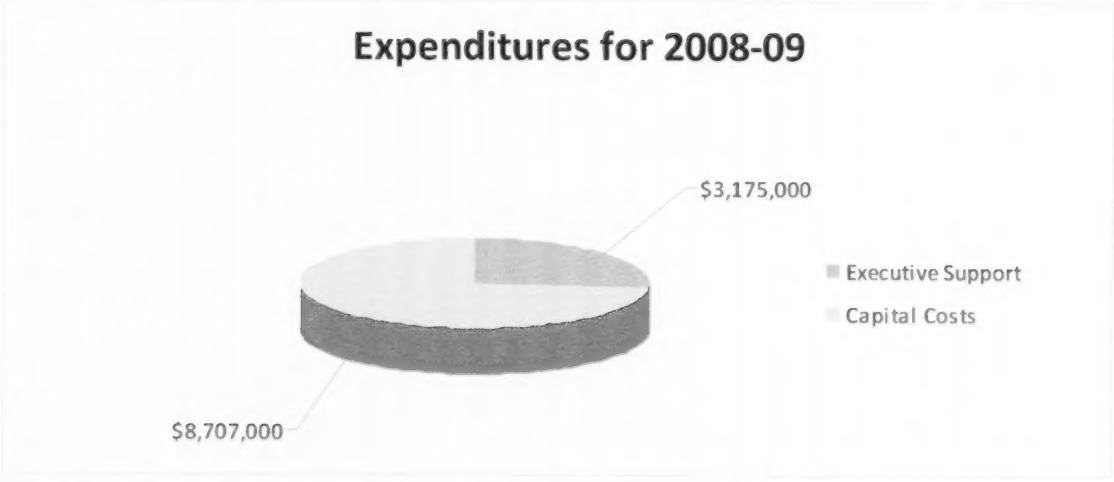


CHART 3.3 – LOCATION SPECIFIC STAFF DISTRIBUTION



4.0 REVENUES AND EXPENDITURES CHART





5.0 OTHER KEY STATISTICS

In the absence of a system to record and report on fire loss statistics for Newfoundland and Labrador, the Fire Commissioner's Office provides the following fire fatality statistics for the period of 2008-09. It should be noted however that with the implementation of the new AMANDA-based information management system and a legislative requirement in the new Fire Protection Services Act (to be proclaimed in the Fall 2009) which includes an obligation for fire departments to report fire loss to the Fire Commissioner, FES-NL will have the ability to report accurate yearly fire loss statistics. This new fire reporting system will go live in 2009 with the anticipated fire loss reports being published in FES-NL's 2009-10 Annual Report.

Incident Location	Fire Cause	Date of Incident	Adult		Children
			M	F	
Trans Canada Highway – East of Howley Intersection	Accidental	January 6, 2008	1		1
Tiffany Lane, City of St. John's	Accidental	January 25, 2008		1	
Local Service District of Norris Arm North	Undetermined	April 8, 2008	1		
Town of Happy Valley-Goose Bay	Accidental	June 22, 2008		2	3
Town of Appleton	Undetermined	July 3, 2008	1		
Local Service District of Buchan's Junction	Undetermined	July 19, 2008		1	
Local Service District of Piccadilly	Undetermined	July 20, 2008	1		
Town of Wabana (Bell Island)	Undetermined	December 20, 2008			3
Total Fatalities			15		

Please note: NFPA 921, Guide for Fire and Explosion Investigations, section 19.2.1.4 states that whenever the cause of a fire cannot be proven to an acceptable level of certainty, the correct classification is "undetermined".

6.0 SHARED COMMITMENTS

Shared commitments represent activities within the scope of FES-NL day-to-day operations which could not be achieved without the participation and cooperation of both internal and external partners. Furthermore, FES-NL's shared commitments with these partners are linked to government's strategic direction of improving emergency preparedness for all citizens and communities in Newfoundland and Labrador. For the fiscal year 2008-09, these activities include:

FES-NL concluded a legislative review process of both the Emergency Measure Act and the Fire Prevention Act. The review would not have been possible without participation of officials from Justice, Legislative Counsel, and Municipal Affairs. This work resulted in the presentation of two new Bills in the House of Assembly in December 2008. These Acts entitled the *Emergency Services Act* and the *Fire Protection Services Act* received Royal Assent on December 18, 2008.

In May 2007, a Business Continuity Planning (BCP) Secretariat was established within FES-NL for the purpose of developing the Government of Newfoundland and Labrador BCP (GNL BCP). The overall planning process for developing the draft GNL BCP required a collaborative approach amongst FES-NL and all 27 government departments, secretariats, offices and agencies that were required to develop their own BCP. The 27 plans combined constitute the GNL BCP and the completion of this draft document by March 31, 2009 would not have been possible without our partnership with all government departments, secretariats, offices and agencies.

Over the past few years, a strong working relationship between FES-NL and the Board of Directors of the Newfoundland and Labrador Association of Fire Services (NLAFS) was fostered and developed. Specifically in 2008-09, progress was made on two significant initiatives, the development of minimum training standards for volunteer firefighters to be implemented in 2009 at the Fire and Emergency Services Training School, and a joint committee researched causes and provided preliminary recommendations concerning volunteer firefighter recruitment and retention throughout Newfoundland and Labrador.

Furthermore, a FES-NL/NLAFS Fire Prevention Committee was created in March 2009 and includes representation from FES-NL and NLAFS as well as the Provincial "Learn not to Burn" Coordinator. The objective of this committee is to review fire prevention initiatives throughout the province and provide recommendations to both government and NLAFS to further enhance fire prevention education.

Senior officials from FES-NL worked closely with the Public Service Secretariat to establish and advertise two permanent Regional Emergency Management and Planning Officer positions. These positions, located in Grand Falls-Windsor and Deer Lake, promote municipal planning and preparedness within their respective regions, consistent with FES-NL's comprehensive planning approach. This brings the staff complement of Regional Emergency Management and Planning Officers to three, the third position located in St. John's. FES-NL is now looking to recruit a similar position to be located in Labrador in fiscal year 2009-2010.

FES-NL was proud to participate with federal, provincial, and territorial counterparts on a variety of issues related to fire protection and emergency management. While objectives of each FPT group may differ, the outcome has been one of more open communication and sharing of information amongst jurisdictions. Examples of theses forums include Senior Officials Responsible for Emergency Management (SOREM), Canadian Council of Emergency Measures Organizations, Public Safety Canada Emergency Preparedness Marketing Outreach Group, and the Canadian Fire Marshalls Public Education Group.

As with the other Provinces and Territories, FES-NL sits on the national CBRNE Sub-Committee with Public Safety Canada. CBRNE refers to preparing for, responding to and mitigating a terrorism incident through the use of Chemical, Biological, Radiological, Nuclear or Explosive weapons. Our Provincial Hazmat/CBRNE Initiative, which began in fall 2001, is ongoing. Ten response trailers have been purchased, equipped and assigned to 9 municipalities and FES-NL maintains a training unit in Deer Lake. As part of this initiative 4 of the 9 municipal teams have been trained to Hazmat Technician Level (72 hrs). Starting in 2008, FES-NL supported sending individuals out of province to the CBRNE Intermediate training in Ottawa (CEMC) and Advanced Levels in Sulfield Alberta.

Furthermore, FES-NL actively contributed to the work of professional associations including National Fire Protection Association (NFPA), the International Fire Services Accreditation College (IFSAC), and the Society of Newfoundland Radio Amateurs.

FES-NL proudly partnered with the Newfoundland and Labrador Division of the Canadian Red Cross and Newfoundland Power, a Fortis company, to create and promote the "Ready-Kit-GO!" emergency preparedness campaign. This public/private/non-governmental initiative provided for the distribution of information to the general public about emergency preparedness and the benefit of compiling emergency preparedness kits.

7.0 HIGHLIGHTS AND ACCOMPLISHMENTS

For fiscal year 2008-09, FES-NL would like to acknowledge the following highlights and accomplishments.

The Office of the Fire Commissioner conducted a province-wide fire and life safety review of 71 government-owned health care facilities. In April 2008, the Fire Commissioner provided his report to the Minister of Municipal Affairs. This report revealed no major fire and/or life safety issues with the 71 facilities however it recognized some systemic deficiencies.

The Fire Commissioner noted, among others, that the staff training and awareness levels within these facilities could be improved. To this end, the Office of the Fire Commissioner offered a series of fire and life safety training seminars for staff of each regional health board. During late summer and early fall of 2008, these sessions were nearly completed, with only one session remaining scheduled in 2009. Feedback from participants and the health boards was very positive.

FES-NL recommitted an annual operating grant to NLAFS of $41,000 in fiscal year 2008-09. NLAFS was also given a one-time investment of $30,000 for the development of a promotional video relating to recruitment and retention of volunteer firefighters. Furthermore, agency officials participated in a number of "Learn not to Burn" presentations at schools throughout the province and provided $60,000 for the continued operation of this program.

FES-NL's newly redesigned firefighter and emergency management training programs in 2008-09 were a success. Fire and Emergency Services Training Schools were held in Grand Falls-Windsor and Marystown in May and October respectively. The first FES training school in Grand Falls-Windsor had 146 participants (including firefighters, municipal councilors, mayors and staff and other emergency responders) representing 48 organizations and municipalities. In Marystown, registration grew to 184 participants representing 41 different organizations or municipalities.

FES-NL continues to provide compensation to municipalities whose fire and emergency services responded outside their municipal boundary. In fiscal year 2008-09, a total of 66 incidents were responded to, with a total cost of $30,825. These incidents included assistance in motor vehicle accidents and structural fires. Similarly, FES-NL compensated municipal fire departments that responded to hazardous material incidents. $6,000 was provided for 12 incidents in 2008-09.

In July and August 2008, FES-NL responded to and completed the recovery efforts of a flood in Gambo as well as a flood adjacent to the Gambo Highway, near Joey's Lookout. During the first flood, FES-NL managed 94 claims (88 individual claims, 3 business, 1 not-for-profit and 2 municipal claims) totaling approximately $1.5M. Two weeks later, FES-NL coordinated the response to the highway flooding by enlisting the help of 12 fire departments from Badger to Clarenville as well as resources from the Duck Pond Mine Site. This speedy and effective response significantly minimized damage to the Gambo highway. Similarly, FES-NL responded with provincial resources in January 2009 to address a serious water main break in the Town of Channel-Port aux Basques. The emergency lasted in excess of a week and required additional fire response vehicles and heavy/light equipment from neighbouring communities to effectively protect the surrounding area in the event of

a fire or emergency. The response included various other provincial agencies and was an example of the effective and timely response FES-NL can deliver when assistance is requested.

8.0 OUTCOMES OF OBJECTIVES / REPORT ON PERFORMANCE 2008-09

ISSUE ONE: ORGANIZATIONAL RENEWAL

FES-NL incorporated the role and mandate of both the Office of the Fire Commissioner (OFC) and the Emergency Measures Organization (EMO), with the addition of its own Executive, policy, financial support and information management positions, creation of a project-oriented Business Continuity Planning Secretariat, as well as additional human resources for the agency overall. FES-NL retains a provincial focus and operates similar to a central agency within government. To ensure the most effective delivery of services, the agency's resources were strategically placed throughout the province. While FES-NL has made great strides in this reporting period, it continues to undergo an organizational renewal process, a key component of its strategic direction, and once recruitment activities are finalized and an internal restructuring review including streamlining operations and procedures is complete, it will be even better positioned to meet its mission.

Goal One: By 2011, FES-NL will have enhanced the capacity required to support the Province's readiness to respond to fire and emergency situations.

Measure: Enhanced capacity

Indicators:

- Clients, stakeholders and partners are better informed regarding the roles and responsibilities of the agency
- Effective business practices are implemented within the agency
- Staff are better prepared to meet the needs of clients

Objectives:

By 2009, FES-NL will have initiated the development of the mechanisms deemed necessary to build the capacity required to support the Province's readiness to respond to fire and emergency situations.

Measure: Initiated the implementation of capacity building mechanisms

Indicator	Accomplishments for 2008-09
Roles and responsibilities of staff and the agency as a whole within Government, are defined	• FES-NL continues to make progress on this indicator. FES-NL is still undergoing organizational renewal, and efforts continue to position FES-NL as its own agency within government. Further recruitment activities and a new organizational chart are anticipated. However in respect to defining the Agency as a whole within government, the new Emergency Services Act which establishes the Agency as a legal entity and defines it roles and responsibilities

	received Royal Assent in the House of Assembly on December 18, 2009. It was proclaimed on May 1, 2009. • Two new permanent Regional Emergency Management and Planning Officers (REMPO), along with a re-profiled Training Officer position into a REMPO position brought this staff complement to three as of May 2008. These positions were strategically placed throughout the province in St. John's, Grand Falls-Winsor and Deer Lake. The REMPOs report to the Manager of Plans and Operations within the Emergency Services Division. • The REMPO positions gave FES-NL the ability to foster municipal emergency plan development and to deliver a greater number of emergency management courses. In 2008-09 FES-NL delivered 11 BEM courses, 9 EOCM, 1 ICS 100 course and 1 ICS 200 level (306 participants) whereas in 2007-08, FES-NL delivered 8 BEM and 3 EOCM courses (167 participants). This represents a 76% increase in BEM and EOCM course participation. • Furthermore, in the summer of 2008 FES-NL hired two temporary auditors to support and assist the work of the Manager of Disaster Financial Assistance Arrangements. This work entails a claim reconciliation/management process that is associated with old federal disaster financial assistance claims that the Province has with the federal government.
Internal business processes are developed and initiated	• FES-NL identified three key priorities associated with this indicator. 1. Streamlining internal business processes associated with the DFAA program was a core focus so as to maximize federal revenue of old DFAA claims that the Province has with the federal government. This was achieved. In September 2008, FES-NL staff conducted a planning session regarding the development of a provincial disaster financial assistance program. Discussion focused on best practices of the federal DFAA program and how best to

	incorporate those into a provincial program. Developmental work on this initiative is ongoing. In October 2008, FES-NL updated and modified internal application and adjuster forms associated with the DFAA compensation process. In the spring of 2008 FES-NL engaged the firm of Deloitte to assist in the development and design of a new claims management database. This work is ongoing. 2. FES-NL engaged OCIO in the development of a comprehensive IT system to track and manage incident reports, fire loss reports, inspections, licensing, and fire department information management. The new system is expected to go live in the spring 2009. 3. FES-NL initiated the development of a records retention schedule for the agency. This project will guide the way in which FES-NL retains all forms of information.
Training and development opportunities for staff are identified and supported	• FES-NL identified training and developed opportunities for staff for 2008-09. Specifically, agency executive participated in the Executive Speaker Series which included presentation from General Rick Hillier, Nalcor CEO Ed Martin and WestJet President Sean Durphy. Furthermore, a member of the executive completed the Strategic Change Management seminar from Queen's University. • 10 agency staff completed first aid, 3 completed occupational health and safety training and 2 staff completed critical incident stress management training also known as psychological first aid. • A number of staff from the emergency services and fire protection services divisions completed specialized training, including, among others: ➢ Basic Emergency Management ➢ Emergency Operations Centre Management, Exercise Design, and

	Incident Site Management at the Canadian Emergency Management College in Ottawa ➢ Fire Services Instructor Level II ➢ Fire Investigation ➢ Death Notification ➢ Suicide Intervention; and ➢ Intermediate and Advanced CBRN (Chemical, Biological, Radioactive and Nuclear) Training in Ottawa and Alberta respectively. • Staff also participated in office administration seminars including topics such as Claims Management, Microsoft Office and ATIPP training (Access to Information and Protection of Privacy).

Objective:

By 2010, FES-NL will have further developed mechanisms deemed necessary to build the capacity required to enhance the Province's readiness to respond to fire and emergency situations.

Measure: Mechanisms further developed to build capacity

Indicators for 2009-10 include:

- A new FES-NL organizational chart is developed
- Vacant positions within FES-NL are filled, specifically: Engineering Technician III, Director of Emergency Services, and a fire protection/emergency management position for Labrador
- A Provincial Disaster Financial Assistance Program is drafted
- A provincial disaster financial assistance database is developed
- FES-NL's records retention schedule is further developed

Issue Two: Public Education and Communications

The development of a public education program for programs and services of FES-NL was a brand new initiative and continues to be consistent with the agency's strategic direction. FES-NL has focused its efforts on the development and implementation of an internal communications program throughout government as well as a public awareness program for both emergency preparedness and fire services. FES-NL will also develop a provincial emergency communications plan to support the provincial business continuity plan currently under development. Over the past year, FES-NL met its objective of developing a draft public education program. A public education program is in essence a marketing plan for the agency, which includes quarterly communications plans, news releases, public events and marketing initiatives such as Fire Prevention Week and Emergency Preparedness Week, as well as bi-weekly communications calendars, and the associated research to determine future communications needs in the province related to fire prevention and emergency preparedness.

Goal Two: By 2011, FES-NL will have implemented a comprehensive public education program for fire and emergency services.

Measure: Implemented a comprehensive public education program

Indicators:

- Public Relations Specialist is hired
- Internal communications program is developed and delivered
- Public awareness program for fire and emergency services is developed and delivered
- A provincial emergency communications plan is developed

Objectives:

By 2009, FES-NL will have a draft public education program for both fire and emergency services

Measure: Draft public education program

Indicator	Accomplishments for 2008-09
Public Relations Specialist is hired	• Public Relations Specialist was hired in February 2008.
The development of a work plan for a comprehensive public education program is initiated	• This indicator was achieved. A template for a public education marketing plan was developed in the fall of 2008. This template formed the work plan as it outlines the necessary requirements for developing a comprehensive provincial public education program. Work began on the draft marketing plan in January 2009, including: • The Public Relations Specialist consulted with inter-provincial counterparts, the Newfoundland and

	Labrador Association of Fire Services, non-governmental organizations and other stakeholders to determine the needs of our province relating to fire safety and emergency preparedness education. • FES-NL undertook a research project to determine what information municipalities, fire departments, emergency providers and non-governmental organizations are currently providing throughout Newfoundland and Labrador, and the frequency. The purpose of this work was to ensure minimal duplication of messaging so that FES-NL can strengthen such messaging with its public education plan. • A communications calendar was developed in April of 2008 to outline planned activities and events promoting fire safety and emergency preparedness. 2008-09 marked the first full year of public education initiatives and public events for the agency.
Emergency Preparedness Week and Fire Prevention Week is celebrated	• Emergency Preparedness Week 2008 was celebrated with a full compliment of print and radio advertising. This included public service announcements, proclamations and news releases. FES-NL engaged five municipalities and over 25 fire departments, police detachments, ambulance providers, the Red Cross, Salvation Army, and other emergency management stakeholders to hold community barbeques in the communities of Mount Pearl, Grand Falls-Windsor, Corner Brook, Labrador City and Wabush to distribute informational packages and promotional items related to the 72 Hour - Get Prepared theme. • Similarly, Fire Prevention Week 2008 was celebrated with a full complement of print and radio advertising. This included public service announcements, proclamations and news releases. The Minister participated in two events at elementary schools; one in the City of Mount Pearl and the other in the Town of Meadows. At the schools, the Minister participated in a Learn Not to Burn presentation to Grade One students with

	the Newfoundland and Labrador Association of Fire Services, and the local fire departments.

Objective:

By 2010, FES-NL will have continued implementation of an internal communications program and initiated the development of the provincial emergency communications plan to support the BCP.

Measure 1: Implementation of an internal communications program continued

Indicators for 2009-10 include:

- Provincial public education marketing plan is approved
- FES-NL crisis communication plan is developed

Measure 2: Development of a provincial emergency communications plan initiated

Indicators for 2009-10 include:

- A provincial emergency communications plan is drafted to support the BCP

ISSUE THREE: PROGRAM AND POLICY DEVELOPMENT

FES-NL concentrated its efforts on the development of a program and policy framework which strengthens and sustains both the fire services in the province and emergency preparedness. This was and continues to be a critical component of the agency's strategic direction. The streamlining of operations and the development of programs and policies to support FES-NL services has and will continue to ensure a consistent and equitable approach to service delivery. Developing a provincial disaster financial assistance program which mirrors the federal government's Disaster Financial Assistance Arrangements (DFAA) program is a key initiative under program and policy development.

Goal Three: By 2011, FES-NL will have initiated the development of policies and programs for the efficient delivery of emergency preparedness response and recovery.

Measure: Initiated the development of policies and programs

Indicators:

- A provincial disaster financial assistance program is operational
- Provincial fire services is assessed
- The agency's capability to effectively manage DFAA regulations is enhanced

Objectives:

By 2009, FES-NL will have implemented processes that support the development of policies and programs for the efficient delivery of emergency preparedness response and recovery

Measure: Implemented processes

Indicator	Accomplishments for 2008-09
Requirements for a provincial disaster financial assistance program are assessed	• In September 2008, FES-NL staff conducted a planning session regarding the development of a provincial disaster financial assistance program. Discussion focused on best practices of the federal DFAA program and how best to incorporate those into a provincial program. Furthermore, claims management staff completed 3 rounds with Audit Service Canada in an interim and final claim. This experience provided valuable information to the agency in the development of a provincial disaster financial assistance program.
A cross country review of disaster financial assistance programs available in other jurisdictions is undertaken and considered	• In the late summer/fall of 2007, a student compiled information about disaster financial assistance programs available in other provinces and territories. During spring/summer 2008, this information was reviewed by senior officials of FES-NL and helped informed agency discussions concerning the

	development of its own disaster financial assistance program.
A detailed assessment of provincial fire services is initiated	• In April 2008 a Municipal/Local Service District Fire Protection Assessment Form was sent to all municipalities and local service districts. In July 2008, a presentation on this initiative was delivered during the Newfoundland and Labrador Association of Fire Services Annual Convention emphasizing the importance of fire departments completing the survey. Information gathered is now being entered into a new Fire Incident Reporting System Database.
Streamlined claims procedures are implemented for the federal review process under DFAA	• In the spring of 2008 FES-NL engaged the firm of Deloitte to assist in the development and design of a new claims management database. This work is ongoing. In October 2008, FES-NL updated and modified internal application and adjuster forms associated with the DFAA compensation process which streamlined the claim process.

Objective:

By 2010, FES-NL will have implemented further procedures to support efficient policy and program delivery of emergency preparedness response and recovery.

Measure: Procedures further implemented to support efficient policy and program delivery

Indicators for 2009-10 include:

- A Provincial Disaster Financial Assistance Program is developed for Government's consideration
- A process for tracking "nil" responses from the Municipal/Local Service District Fire Protection Assessment Form is developed to encourage compliance
- A claims management database is designed to manage disaster financial assistance claims

Issue Four: Comprehensive Planning

An essential element of developing a modern and robust fire and emergency service system is comprehensive planning and this was and is directly linked to the agency's strategic direction. As part of this process, FES-NL lead the development of a Business Continuity Plan (BCP) for the provincial government that identified essential services, critical infrastructure, and information management / information technology required to ensure that essential government services will remain available if impacted by a natural, human or technological event or disaster. FES-NL has and continues to focus on providing assistance and support for municipalities in the development of their own business continuity and emergency plans. These elements, in combination with others, will comprise the core of a provincial emergency plan.

Goal Four: By 2011, FES-NL will have introduced enhanced processes to support comprehensive planning.

Measure: Introduced enhanced processes

Indicators:

- Government's business continuity plan is developed
- The development of municipal business continuity and emergency plans are supported
- The development of the provincial emergency management plan is initiated

Objectives:

By 2009, FES-NL will have a draft provincial Business Continuity Plan and have initiated capacity enhancement to further support the development of municipal business continuity and emergency plans.

Measure 1: Draft provincial Business Continuity Plan

Indicator	Accomplishments for 2008-09
All government departments and agencies will have their own draft business continuity plans	• All government departments and agencies involved in the business continuity planning process met the deadline to submit their own draft business continuity plan by March 31, 2009.
Departmental and agency business continuity plans are integrated into the draft provincial Business Continuity Plan	• The BCP Secretariat staff integrated all the departmental and agency BCP plans into one draft provincial Business Continuity Plan. This plan is currently being reviewed before further work occurs on this initiative.

Measure 2: Initiated capacity enhancement to support the development of municipal business continuity and emergency plans

Indicator	Accomplishments for 2008-09
Resources are assigned to support municipal efforts	• Three Regional Emergency Management and Planning Officers (REMPO) were strategically positioned throughout the province and assigned a geographical region in which to work. These REMPO positions provided valuable assistance and support to municipalities experiencing emergencies and in the development of emergency plans.
Training is initiated to support the development of municipal business continuity and emergency plans	• FES-NL operated 2 new Fire and Emergency Services Training Schools of two-week duration in FY2008-09; one in Grand Falls-Windsor and another in Marystown. These training schools included curriculum to heighten awareness and the knowledge required to develop an emergency plan. Furthermore it should be noted that, FES-NL's key mechanism to support municipal emergency plan development is through the provision of one-on-one consultation for municipalities with REMPOs and through its "12 Steps to Effective Municipal Emergency Planning". This interactive DVD and Manual is designed as a self-directed training tool to be used by municipalities in a manner and fashion that best suit their needs. FES-NL intends to revise this training resource in the near future to capture references to new emergency services legislation.

Objective:

By 2010, FES-NL will have supported the development of municipal business continuity plans and emergency plans.

Measure: Development of municipal business continuity and emergency plans supported

Indicators for 2009-10 include:

- "12 Steps to Effective Municipal Emergency Planning" is revised and distributed
- Regional Emergency Management and Planning Officers provided one-on-one consultation and advice to municipalities within their respective regions.

9.0 OPPORTUNITIES AND CHALLENGES AHEAD

FES-NL made significant progress in 2008-09 and believes that openly embracing challenges represents opportunities for positive change. A key challenge experienced this past year was the lack of office accommodations for its St. John's staff. FES-NL looks forward to moving into a new office location during 2009. Having a centralized location for its corporate and operational functions will enhance our ability to deliver our lines of business.

FES-NL successfully introduced two brand new pieces of legislation in the House of Assembly in winter 2008. The Fire Protection Services Act will be proclaimed in September 2009 and the Emergency Services Act was proclaimed in May 2009. The Emergency Services Act includes a legislative requirement for municipalities and local services districts to develop emergency plans by May 1, 2012. This new requirement represents both a challenge, as some municipalities may say they have few resources to comply, but it also represents an opportunity for municipalities throughout the province, with help from FES-NL, to become better prepared to respond to emergencies and adverse events.

REMPOs will support and encourage individual planning efforts as well as promote the formulation of regional plans whenever possible and receptive. While emergency planning requirements will be flexible, the coordination required by FES-NL to facilitate province-wide planning initiatives will be extensive. FES-NL recognizes there are over 280 municipalities and approximately 180 local service districts that may require assistance from a small emergency services division.

FES-NL looks forward to expanding its presence in the Labrador portion of the province with the addition of a new fire protection/emergency management position. FES-NL acknowledges that recruitment may be challenging but this position will significantly enhance communications and operational ability with municipalities, local service districts and emergency responders in that region.

FES-NL/NLAFS Fire Prevention Committee created in March 2009, while in its initial stages, identified a number of opportunities for the province to enhance fire prevention education. Some examples include expanding the Learn Not to Burn program to target older children and development of a seniors' fire safety educational program.

As time progresses, FES-NL is confident it will further enhance its program and service delivery. It will strive to modify operations to meet changing needs of Newfoundland and Labrador's fire and emergency services. It will continue to promote the importance of planning for emergencies and adverse events and will begin to look for opportunities to exercise this capacity as the agency develops over time. Similarly, FES-NL will help municipalities, local service districts and emergency responders to do the same.

10.0 FINANCIAL STATEMENTS

Expenditures and revenue figures included in this document are based on public information provided in the Report on the Program Expenditures and Revenues of the Consolidated Revenue Fund for Fiscal Year Ended 31 March 2009 (un-audited). FES-NL is not required to provide audited financial statements.

		Actuals	Amended	Originals
4.1.01	**EXECUTIVE SUPPORT**			
	Salaries	742,512	742,600	654,900
	Employee Benefits	4,664	5,000	-
	Transportation & Communication	38,878	39,500	100,000
	Supplies	34,240	36,700	10,000
	Professional Services	-	2,300	250,000
	Purchased Services	67,928	70,800	150,000
	Property, Furnishings & Equipment	34,216	35,000	35,000
	Total Executive Support	922,438	931,900	1,199,900
4.1.02	**FIRE COMMISSIONER'S OFFICE**			
	Salaries	545,112	545,200	488,300
	Employee Benefits	5,964	6,500	4,000
	Transportation & Communication	139,284	140,400	96,000
	Supplies	50,166	51,400	38,300
	Professional Services	-	-	2,000
	Purchased Services	216,775	221,000	172,000
	Property, Furnishings & Equipment	208,737	215,800	6,800
	Allowances & Assistance	167,750	190,000	190,000
	Grants & Subsidies	101,000	102,500	102,500
	Total Fire Commissioner's Office	1,434,788	1,472,800	1,099,900

4.1.03	**EMERGENCY MEASURES ORGANIZATION**			
	Salaries	418,424	418,600	423,400
	Employee Benefits	120	800	6,000
	Transportation & Communication	163,192	165,000	161,000
	Supplies	76,518	78,000	28,500
	Professional Services	-	500	59,400
	Purchased Services	70,298	76,500	40,400
	Property, Furnishings & Equipment	20,936	21,000	33,000
	Revenue – Provincial	(800)	(61,500)	(61,500)
	Revenue - Federal	(46,002)	-	-
	Total Emergency Measures Organization	702,686	698,900	690,200
4.1.04	**JOINT EMERGENCY PREPAREDNESS PROJECTS**			
	Grants & Subsidies	68,172	282,000	282,000
	Revenue - Federal	(144,081)	(282,000)	(282,000)
	Total Joint Emergency Preparedness Projects	(75,909)	-	-
4.1.05	**DISASTER ASSISTANCE (Capital)**			
	Salaries	135,233	136,700	-
	Transportation & Communication	19,837	30,000	-
	Supplies	184	1,000	-
	Professional Services	173,433	250,000	-
	Purchased Services	423	500	-
	Grants & Subsidies	8,377,904	10,092,300	12,600,000
	Revenue - Federal	(2,353,450)	(21,300,000)	(21,300,000)
	Total Disaster Assistance	$6,353,564	$(10,789,500)	$(8,700,000)
	TOTAL FIRE AND EMERGENCY SERVICES	$9,337,567	$(7,685,900)	$(5,710,000)